

Michigan's Campaign to End Homelessness Housing Initiatives
NOTICE OF FUNDING AVAILABILITY
2008-2009

APPLICATION PACKET
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**MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY
OFFICE OF SUPPORTIVE HOUSING AND HOMELESS INITIATIVES**

***Michigan's Campaign to End Homelessness Housing Initiatives*
NOTICE OF FUNDING AVAILABILITY (NOFA)
2008-2009**

Michigan's Campaign to End Homelessness is entering into year two of its ten-year vision to end homelessness. Michigan continues to stand out among the nation as the only statewide model designed and committed to ending homelessness. At the core of this Campaign is the creation and implementation of over 60 local 10-Year Plans to End Homelessness.

The Continua of Care 10-Year plans are set, the leadership is in place, and the local champions are ready. Year two of the Campaign will focus on the implementation of these plans. Agencies are implementing strategies for their community that embrace a Housing First methodology. Resources for engaging and rapidly re-housing the homeless are being distributed and established throughout the state. There are still many challenges, including a need for further resources that can be targeted to provide permanent housing for those most in need.

With this in mind, the Michigan State Housing Development Authority (MSHDA) is committed to support those communities who are implementing their 10-Year Plans to End Homelessness and have identified the need for additional housing related supports. For Fiscal Year 2008-09 MSHDA has allocated state and federal resources to support the following five (5) initiatives. Funds are a combination of MSHDA Reserves and federal HOME funds.

Initiative	State Allocation	Maximum Grant Amount	Use of Funds
Chronic Homeless	\$3,000,000	\$500,000	Supportive Housing Development
Domestic Violence	\$2,000,000	\$500,000	Supportive Housing Development
Homeless Youth	\$1,500,000	\$500,000	Supportive Housing Development
Homeless Families	\$5,500,000	\$1,000,000	Supportive Housing Development
Housing First	\$1,000,000	\$125,000	Housing First activities that are directly tied to reductions in shelter stays.
TOTAL:	\$13,000,000		

Selection Criteria:

Specific information on each of these funding opportunities will be released on November 1, 2007. (Please refer to the attached timeline for details.) MSHDA will evaluate applications for homeless initiatives in accordance with the principles and requirements discussed in the NOFA to be released. Under no circumstances does any application have legal right to these grant dollars. The allocation of homeless initiative grant dollars shall be entirely at the discretion of the Authority. All communities are eligible to apply for one or all of the initiatives. Projects that demonstrate an ability to proceed timely will receive preference.

Regional Selection Distribution:

Applicants will be selected competitively based on a scoring criteria outlined in each of the five (5) specific Request for Proposal documents to be released November 1, 2007. Funds will be distributed throughout the State, with attempts made to assure that each region of the state has at least one project funded, provided acceptable proposals are submitted from each region. Regional support of the submissions will be required.

Each initiative has a specific target population, use of funds, and outcomes that communities are expected to achieve. Our timeframe for response and commitment of funds is outlined in the attached timeline – with an expectation that grants will be committed no later than February 1, 2008, with implementation occurring by March 1, 2008.

Use of Funds:

With the exception of the Housing First Initiative, funds made available must be used for the development of permanent supportive housing targeted to the specific population(s) indicated within each initiative. Non-profit service organizations that have limited or no experience in housing development are encouraged to partner with local supportive housing developers, community development corporations (CDC's), or affordable housing developers. These funds may be used as additional subsidy for a larger supportive housing project or for the purchase/construction of single family homes, duplexes, or small apartment buildings. Specific uses and underwriting criteria will be defined within the materials to be released November 1, 2007.

Michigan's Campaign to End Homelessness Housing Initiatives
NOTICE OF FUNDING AVAILABILITY
2008-2009

Instructions for Completing Application Process

Community Application

Communities are required to submit a Community Application that speaks to the community need, alignment with the 10-Year Plan and which initiative(s) they are applying (i.e. Chronic, Domestic Violence, Youth, Families, and Housing First). The Community Application will require signoff by the four key stakeholders (Continuum of Care chairperson, Community Collaborative chairperson, local Department of Human Services Director, and local Community Mental Health Director) demonstrating that they have reviewed and approved the initiative addendums. In addition the project must be presented at a Regional Council Meeting and receive the Council's endorsement.

Under the General Community Application, three (3) attachments are required:

- Attachment 1 – Assessment of Local Need (form provided)
- Attachment 2 – Interagency Service Team (form provided)
- Attachment 3 – Regional Council Endorsement (form provided - *Due no later than January 25, 2008*)

Initiatives

For each initiative which the community is applying, a specific Addendum will be required. The Addendum will identify the Project Lead Agency and project specific information. Under each Addendum, three attachments are required:

- Attachment 4 – Memorandum of Understanding (form not provided)
- Attachment 5 – Development Budget (form provided)
- Attachment 6 – Development Timeline (form not provided)

All application materials, with the exception of Attachment 3, must be returned to MSHDA in a complete package. **Addendums received without the General Community Application, Attachments, and required signatures will not be processed.**

Guidelines for Submission

- The General Community Application must be no more than 5 pages typed (excluding attachments), using 1" margins with a font size of 12.
- The Addendum must be no more than 15 pages typed (excluding attachments), using 1" margins with a font size of 12.
- The original along with one copy of the signed application package and all supporting documents must be **received on or before January 14, 2008 by 5:00 p.m.**
- In addition, each community **must** email the completed application package to MSHDASupportiveHousing@michigan.gov.

Faxed or incomplete application packages will not be accepted for processing.

Fielding Questions:

November 5, 2007 Question and Answer Conference Calls
➤ 10:00 a.m.
Phone #: 866-840-0048
Participant Code: 487041#

November 20, 2007 Question and Answer Conference Calls
➤ 10:00 a.m.
Phone #: 866-840-0048
Participant Code: 487041#

December 6, 2007 Question and Answer Conference Calls
➤ 10:00 a.m.
Phone #: 866-840-0048
Participant Code: 487041#

Development Assistance:

November 13, 2007 Workshop – Small Scale Supportive Housing Development Process
❖ 1:00 p.m. – 3:00 p.m.

MSHDA Lansing Office – Room 235
735 E. Michigan Ave.

OR

Attend the workshop via a live web-cast.

Please register at www.mittac.org to attend the workshop at the MSHDA office, or via the web-cast. Click on “Training Registration” and then find the training workshop named: **MSHDA-SHHI**. Then click on the link for **MSHDA Room 235** to attend in person, or **web-cast** to join via a website.

Questions may be sent to MSHDASupportiveHousing@michigan.gov. Responses to questions will be made available to the individual posing the question and a “Frequently Asked Questions” document and can be found on MSHDA’s website at www.michigan.gov/mshda or the Campaign to End Homelessness website at www.thecampaigntoendhomelessness.org. Information will be updated on a weekly basis. Please refer to the FAQ before submitting your question.

Michigan's Campaign to End Homelessness Housing Initiatives
NOTICE OF FUNDING AVAILABILITY
2008-2009

Timeline for Technical Assistance and Submission

- November 1, 2007** Release of the Application materials
- November 5, 2007** Question and Answer Conference Calls
➤ 10:00 a.m. – 12:00 p.m.
Phone #: 866-840-0048
Participant Code: 487041#
- November 13, 2007** **Workshop – Small Scale Supportive Housing Development Process**
❖ 1:00 p.m. – 3:00 p.m.
MSHDA Lansing Office – Room 235
Phone #: 866-840-0048
Participant Code: 487041#
**RSVP with Julie Kline at (517) 241-1440, or klinejl@michigan.gov*
- November 20, 2007** Question and Answer Conference Calls
➤ 10:00 a.m. – 12:00 p.m.
Phone #: 866-840-0048
Participant Code: 487041#
- December 6, 2007** Question and Answer Conference Calls
➤ 10:00 a.m. – 12:00 p.m.
Phone #: 866-840-0048
Participant Code: 487041#
- January 14, 2008** All Application Materials **DUE** (*with the exception of the Regional Endorsement, Attachment 3*) **must be received no later than 5:00 p.m.**
- January 25, 2008** Regional Council Endorsement must be received at MSHDA (Attachment 3)
- February 1, 2008** Review Complete Application Packets and Notify Grantees of Award
- February 10, 2008** Send out Grant Agreement, Grant Closing, and Board Resolution
- February 29, 2008** Grant Agreements processed through MSHDA
- March 1, 2009** All projects must be completed, unless waived by MSHDA

**Michigan State Housing Development Authority
Office of Supportive Housing and Homeless Initiatives
Ending Homelessness Initiatives, 2008-2009**

General Community Application

This application should be a collaborative effort completed in conjunction with your community 10 year plan and signed by the four (4) key stakeholders (Continuum of Care Chairperson, Community Collaborative Chairperson, local Department of Human Services Director, and local Community Mental Health Director).

I. Signatures of Local Key Stakeholders

Continuum of Care Chairperson

Contact Person:	
Title:	Agency:
Phone:	Email:
Address:	
City:	Zip:
Signature:	Date:

Community Collaborative Chairperson

Contact Person:	
Title:	Agency:
Phone:	Email:
Address:	
City:	Zip:
Signature:	Date:

Local Department of Human Services Director

Contact Person:	
Title:	Agency:
Phone:	Email:
Address:	
City:	Zip:
Signature:	Date:

Local Community Mental Health Director

Contact Person:	
Title:	Agency:
Phone:	Email:
Address:	
City:	Zip:
Signature:	Date:

II. Community Contact Person

Contact Person:	
Title:	Agency:
Phone:	Email:
Address:	
City:	Zip:
Signature:	Date

III. Identify Initiatives which your community is applying (please check all that apply)

- ☐ A. Chronic Homeless Initiative
- ☐ B. Domestic Violence Housing Initiative
- ☐ C. Homeless Youth Housing Initiative
- ☐ D. Homeless Families Initiative
- ☐ E. Housing First Initiative

(An application must be completed for each project selected).

IV. Local Need Analysis

- A. Provide a brief description of need (include relevant data).
- B. List the inventory of shelter beds, transitional, and supportive housing units available for targeted population. *(Please use the chart provided in Attachment 1)*
[CLICK HERE FOR CHART](#)

V. Alignment with and support with your local 10-Year Plan to End Homelessness

Briefly describe how the Initiative(s) applied for will support the implementation of your community 10-Year Plan to End Homelessness and how it will be linked to other relevant programs.

VI. Interagency Service Team (IST)

Identify all agencies included on your local IST, including specific representation, contact information and that agency's role on the IST. *(Please use the chart provided in Attachment 2)*
[CLICK HERE FOR CHART](#)

VII. Regional Council Endorsement

Regional endorsement must be faxed or mailed to MSHDA no later than January 25, 2008. *(Please use the form provided in Attachment 3)*
[CLICK HERE FOR FORM](#)

Michigan's Campaign to End Homelessness Housing Initiatives
General Community Application

Attachment 1

Description of Local Need		
	Number of Beds/Units	Target Population
Shelter		
Enter Agency/Provider Name		
Enter Agency/Provider Name		
Enter Agency/Provider Name		
Transitional Housing		
Enter Agency/Provider Name		
Enter Agency/Provider Name		
Enter Agency/Provider Name		
Permanent Supportive Housing		
Enter Agency/Provider Name		
Enter Agency/Provider Name		
Enter Agency/Provider Name		

Expand as needed

Michigan's Campaign to End Homelessness Housing Initiatives
General Community Application
Attachment 2

Interagency Service Team (IST)						
Agency	Representative (Last name, first name)	Address	Email	Phone	Role on IST (i.e. chairperson, member, etc.)	Target Population Served
Department of Human Services						
Community Mental Health Provider						
Michigan Works! Agency						
Emergency and/or Domestic Violence Shelter Provider						

*Expand as needed

**Michigan State Housing Development Authority
Certification of Regional Endorsement
2008-2009 Homeless Initiatives**

Attachment 3

This form should be signed by the two regional council members that represent their region of the state. Please mail this signed form, by the published deadline to: Michigan State Housing Development Authority, 735 E. Michigan Avenue, P.O. Box 30044, Lansing, MI 48909. Fax: (517) 373-3147 ATTN: Juliann Kline

I, _____ and _____, (Name of Regional Council Representatives) duly elected to act on behalf of region _____ (Enter Regional number), hereby endorse the attached application for _____ (Enter name of Homeless Initiative) to the Michigan State Housing Development Authority by _____ (Name of non-profit) which is located in _____ (Project Community).

Comments:

Region: _____

Regional Council Representative: _____ Date: _____

Regional Council Representative: _____ Date: _____

***This document must be signed, and received by MSHDA no later than January 25th, 2008.**

Michigan's Campaign to End Homelessness Housing Initiatives

CHRONICALLY HOMELESS INITIATIVE

Addendum A

2008-2009

REQUEST FOR PROPOSALS

Background:

In the past year there were approximately 6,286 men and women across the state of Michigan identified as chronically homeless. This population, which comprises less than 10 percent of Michigan's homeless, utilizes 75% of the resources. All of those who are considered chronically homeless have some form of disability, often exacerbated by substance abuse. The focus of this initiative is to create systemic changes at the local level that will result in housing, services, and needed income supports. Targeted to the poorest members of society and ultimately bring about the elimination of chronic homelessness in Michigan. As outlined below, this initiative requires local collaboration to develop well-planned supportive housing for this population. Since 2005 MSHDA has allocated over \$12 million (\$12,000,000) to create over 500 supportive housing units for persons who are considered chronically homeless.

For the 2008-09 funding year, MSHDA has committed \$3 million dollars (\$3,000,000) that can be used to create permanent supportive housing for persons who are chronically homeless. Funds may be used for the acquisition, rehabilitation or new construction of supportive housing. Grantees with no prior experience in housing development are encouraged to partner with local community development corporations, nonprofit supportive housing developers or affordable housing developers.

Program Overview:

The Michigan State Housing Development Authority (MSHDA) has allocated three million dollars for the Chronically Homeless Initiative, targeted to the development of permanent supportive housing for individuals who are chronically homeless. For this initiative, MSHDA has partnered with the state Department of Human Services (DHS), Department of Community Health (DCH) and the Corporation for Supportive Housing (CSH). It is our intent to expand the efforts of this initiative to every region of the state. It is our intent to assure that urban as well as rural projects are considered, with a minimum of one rural chronic homeless project funded through this offering.

Expected Outcomes:

- Align with and support local 10-Year Plans to End Homelessness;
- Decrease the time required to assist chronically homeless individuals to secure mainstream services, entitlement benefits, and opportunities for increased income;
- Increase the numbers of chronically homeless individuals who exit the shelter system with positive housing outcomes;
- Decrease measurable net costs of homelessness for public systems (over time);
- Create local models of supportive housing for chronically homeless individuals;
- Develop and implement strategies that rapidly move chronically homeless individuals from shelters and streets into permanent housing;

- Enhance collaboration between local units of government, Continuum of Care (CoC) bodies, Community Collaborative service providers, local businesses, and local philanthropic entities;
- Create and support local Interagency Service Teams;
- Establish the leadership role of the local shelter providers to insure the project's effectiveness with the target population;
- Create linkages between local, state and federal funding streams to insure both on-going and increased resources for permanent supportive housing projects for chronically homeless individuals;
- Build capacity and develop technical skills among key stakeholders to create and/or replicate supportive housing models for future projects.

Use of Funds:

For this initiative MSHDA will commit **up to \$500,000** to each selected project.

These funds may be used for:

- New construction, acquisition, or acquisition-rehab of Supportive Housing Rental Projects. (Funds may be used to subsidize units in larger projects including developments planning to apply for Low Income Housing Tax Credits.)
 - Funding will be structured as a zero percent, non-amortizing repayable loan, due in full upon sale, or on or before 40 years of the date of disbursement, with 25 percent of the loan forgiven for every 10 years of successful operation.
 - Fifteen percent of the funds can be used as a developer fee.

Match Dollars/Leveraged Resources:

Communities are required to provide a 25 percent local match or leverage of funding. To be eligible as match/leverage, funding must be newly allocated or existing funding that is redirected to target the individuals in this initiative. The following resources may be used to provide the matching funds:

- Local, State or Federal Funding opportunities including, but not limited to:
 - Community Development Block Grant (CDBG); Home Investment Partnership Program (HOME); Low Income Housing Tax Credits (LIHTC); Payment in lieu of taxes (PILOT); Shelter Plus Care (S+C); Supportive Housing Program (SHP); DHS State Emergency Relief/Emergency Service Grants; local Public Housing Authority (PHA) Project Based Vouchers; operating grants and/or service funding
- Philanthropic sources/cash
- Donated land/property
- Other community resources
- Service funding commitment

Definitions:

The intent of this initiative is to target chronically homeless individuals with incomes at or below 30 percent Area Median Income (AMI) or 100 percent of the poverty level and facing long-term barriers to gaining economic resources for stable, safe and quality permanent housing.

Chronically Homeless (Population consistent with HUD's definition of chronically homeless) – A chronically homeless person is an unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more or has had at least four episodes of homelessness in the past three years. To be considered chronically homeless, persons must have been sleeping in a place not meant for human habitation or in an emergency shelter during that time. (Time spent while incarcerated does not count as homelessness.)

Interagency Service Team (IST) - A team of representatives from human service agencies that serve the low-income population in their community. This team should consist of representatives from the key stakeholders within the community including:

- Department of Human Services
- Community Mental Health Provider
- Michigan Works! Agency
- Emergency and/or Domestic Violence Shelter Provider

Communities that have special programs that serve homeless populations should also be included as part of the IST, as possible:

- Hospital Administrators
- Local Police or Sheriff's Department
- Housing Resource Specialists
- Veterans Affairs
- Homeless Youth Programs
- Michigan Prisoner Re-Entry Initiative
- School District Homeless Liaison/School representative
- Community Action Agencies
- Substance Abuse Agencies

It is recommended that a single IST be created that encompasses all initiatives. If your community already has an existing IST, membership should be broadened to include the representation necessary for all of the initiatives. The IST should minimally meet quarterly.

Project Lead Agency - This agency assumes the responsibility of project management and coordination, and is the fiduciary for the funding.

Housing First - Methodology premised on the belief that vulnerable and at-risk homeless individuals are more responsive to interventions and social services support after they are in their own housing, rather than while living in temporary/transitional facilities or housing programs. Rapid re-housing facilitates the move into permanent housing for homeless individuals and seeks to engage them in a voluntary progressive set of individual case management activities and a person centered planning process that moves them toward improved social and economic well being.

Memorandum of Understanding (MOU) - A MOU must be created between identified supportive service agencies and other key stakeholders that clearly define the relationship between all parties.

Michigan Statewide Homeless Management Information System (MSHMIS) – This system details the homeless demographics in Michigan including the problems they face, the resources used, and where current services are falling short.

Quarterly Initiative Status Reports - Reports identifying the current completion stage of the project, including information regarding problems incurred in the delivery of benefits. This information will be shared with the State Executive Management Team at their quarterly meetings.

Eligible Communities and Project Lead Agency:

Eligible Communities must meet all of the following criteria:

- Projects must align with, and support the communities 10-Year Plan to End Homelessness. (Details must be provided on how this initiative furthers the recommendations in your community's 10-Year Plan to End Homelessness.)
- The application package must be approved and signed by the four local key stakeholders, including the Continuum of Care Chairperson, Community Collaborative Chairperson, Community Mental Health Director, and local Department of Human Services Director.
- The community must have identified ONE Interagency Service Team (IST), which meets at least quarterly during the year.
- The community must have a Housing First strategy.
- The community must agree to disseminate best practices and lessons learned within their region and the state.
- The project must receive Regional Council endorsement.

Eligible Project Lead Agencies must:

- Be approved by the key stakeholders.
- Provide comprehensive services to chronically homeless individuals.
- Operate its principal place of business in the state of Michigan.
- Exhibit the capacity to partner with others and administer the program.
- Provide documentation of the eligible 25 percent matching funds.
- Enter client specific data into *Michigan Statewide Homeless Management Information System (MSHMIS)*.
- Submit a Memorandum of Understanding, Budget, and Development Timeline.

Threshold Requirements and Scoring Criteria:

Application packets must be submitted per instructions. Incomplete packets will not be reviewed.

Criteria for basic eligibility will include:

- Project Feasibility;
- Target population identified is either at or below 100% of poverty or 30 percent AMI; and
- Potential match is identified.

Scoring criteria points will be awarded based on the following:

- Targeting the most in need;

- Capacity of the Project Lead Agency and partners to provide housing and necessary supportive services;
- Input from consumers;
- Quality of the service commitment and plan with realistic service outcomes (including funding and partnerships for linking services);
- Regional distribution;
- Innovative and replicable project with a strong dissemination plan; and
- Evidence of case management coordination.

Technical Assistance:

Further questions can be addressed during scheduled Question and Answer Conference Calls

November 5, 2007 Question and Answer Conference Calls
 ➤ 10:00 a.m.
 Phone #: 866-840-0048
 Participant Code: 487041#

November 20, 2007 Question and Answer Conference Calls
 ➤ 10:00 a.m.
 Phone #: 866-840-0048
 Participant Code: 487041#

December 6, 2007 Question and Answer Conference Calls
 ➤ 10:00 a.m.
 Phone #: 866-840-0048
 Participant Code: 487041#

Development Assistance:

November 13, 2007 **Workshop – Small Scale Supportive Housing Development Process**
 ❖ 1:00 p.m. – 3:00 p.m.

MSHDA Lansing Office – Room 235
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OR

Attend the workshop via a live web-cast.

Please register at www.mittac.org to attend the workshop at the MSHDA office, or via the web-cast. Click on “Training Registration” and then find the training workshop named: **MSHDA-SHHI**. Then click on the link for **MSHDA Room 235** to attend in person, or **web-cast** to join via a website.

Questions may be sent to MSHDASupportiveHousing@michigan.gov. Responses to questions will be made available to the individual posing the question and a “Frequently Asked Questions” document and can be found on MSHDA’s website at www.michigan.gov/mshda or the Campaign to End Homelessness website at www.thecampaigntoendhomelessness.org. Information will be updated on a weekly basis. Please refer to the FAQ before submitting your question.

Guidelines for Submission:

- The Addendum must be no more than 15 pages typed (excluding attachments), using 1” margins with a font size of 12.
- The original along with one copy of the signed application and all supporting documents must be **received on or before January 14, 2008 by 5:00 p.m.**
- In addition, each community **must** email the completed application package to MSHDASupportiveHousing@michigan.gov.

Application packages must be submitted as follow:

- One General Community Application and required attachments (Local inventory chart and IST chart). The regional endorsement can be mailed separately, but must arrive at MSHDA no later than January 25, 2008.
- Project Addendum for the initiative with required attachments (Memorandum of Understanding, Timeline, and Development Budget)

Faxed or incomplete application packages will not be accepted for processing. All application materials must be received as a package (including the General Community Application and all Addendums for which the community is applying). **Any materials not received as a package will not be processed.**

Michigan's Campaign to End Homelessness Housing Initiatives

CHRONICALLY HOMELESS INITIATIVE

Addendum A

2008-2009

APPLICATION

I. Project Information

Name: _____

Potential Location(s): _____

Type of Housing (check):

Single Family Home _____

Duplex _____

Multi Family _____

Number of Units: _____

Development Type – Rental Only (check):

Acquisition _____

Acquisition/Rehab _____

New Construction _____

Project Cost: _____

(Maximum grant request is \$500,000 of which up to 15 percent maximum can be used for a developer fee associated with new construction or acquisition/rehabilitation.)

II. Grantee and Agencies Partnering on Project Team :

Grantee:			
Contact Person:		E-mail:	
Title:	Phone:	Fax:	
Address:			
City:		Zip:	
Contact Person Signature:		Date:	
Board of Director's Chairperson:			
Chairperson Signature:		Date:	

Partnering Agencies on Project Team:

1.
2.
3.
4.
5.
6.
7.

III. Project Summary:

Please identify:

- General location of the site(s) under consideration (e.g. neighborhood, city, county, etc)
- Plan to provide on-going property management
- Tenant selection process
- How services will be provided/coordinated

IV. Leveraged Resources for Project (please answer all that apply):

(A 25 percent match of total grant is required. Match can include both service funding and housing related activities.)

Source of Match	Amount	Intended Use
Total:	\$	

(Expand as needed)

V. Grantee History and Experience:

For the grantee and each partnering agency, **briefly** describe the agency's prior experience, if any, in providing housing and/or support services for the targeted population. *(Please limit the description to one short paragraph for each agency.)*

VI. Management Agent and Experience: *(If grantee will be the owner and management agent please indicate experience, if any, in managing properties.)*

VII. Describe any prior MSHDA Program Experience:

VIII. Supportive Service Plan:

- A. Describe support services that will be available to individuals, including which agency will be responsible for each service.
- B. Recognizing that services are voluntary, how will the target population be engaged to take advantage of services offered?
- C. Describe your process for creating an individual centered plan.
- D. Describe your plan to link to emergency rooms, police, and sheriff's departments.
- E. Describe your plan to address people who are dually diagnosed (mental illness and substance abuse).
- F. Describe your plan to address people who are turned away from shelters.
- G. How will transportation services be addressed?
- H. How will services be funded?
- I. How will participants be assisted in obtaining economic resources (e.g. employment, education/training, SSI or SSDI, TANF, child support, food assistance, etc.)?
- J. What is your plan to evaluate the effectiveness of your service delivery and to ensure that participant needs are met?

IX. Tenant Referral and Selection Plan:

- A. Describe the proposed outreach plan for identifying potential tenants.
- B. Describe how potential applicants will be screened, assessed, and prioritized for inclusion into the project utilizing a Housing First approach.
- C. Describe how the tenant selection criteria will be managed to address issues of poor credit, prior evictions, and past criminal history. (Indicate conditions under which applicants will not be considered for tenancy.)
- D. Describe how, if any, a waiting list will be maintained.

X. Housing Stability:

A. Describe how landlord/tenant problem-resolution will be addressed to minimize risk of eviction.

XI. Housing Quality Standards:

A. All housing created through this initiative must meet Housing Quality Standards (HQS). Describe the experience of staff or partnering agencies in conducting HQS inspections – including experience in addressing lead-based paint rules/regulations.

B. Describe how HQS inspections will be conducted annually for all units to be utilized by program participants.

XII. Dissemination Plan:

A. Describe the plan to disseminate information on lessons learned and best practices as it relates to this grant. *(Minimally the plan must include dissemination of information within the region from which you are located.)*

XIII. Training, Evaluation and Reporting Requirements:

The Project Lead Agency must participate in training, evaluation and reporting measures. By checking the boxes, the project lead agency demonstrates a commitment to the following:

<input type="checkbox"/>	Narrative and/or quantitative reports as required by MSHDA
<input type="checkbox"/>	Collection of data on specific performance outcome measures to be identified at a later date
<input type="checkbox"/>	Participation in tracking client data using Michigan Statewide Homeless Management Information System (MSHMIS)
<input type="checkbox"/>	Participation in any future MSHDA evaluative efforts of this initiative, yet to be determined
<input type="checkbox"/>	Participation in relevant trainings

If any of the above requirements cannot be met, please provide your comments.

XIV. Memorandum of Understanding:

Attach a Memorandum of Understanding between identified partners that clearly define the relationships between all parties, and include the signatures of participating agencies. *(Attachment 4)*

XV. Development Budget:

Attach the completed budget form. *(Attachment 5)*

XV. Development Timeline:

Attach a timeline outlining key milestones for project implementation. (*Attachment 6*)

This application must be submitted as a complete package per instructions. Only applications that are submitted within the required timeline and that contain all required attachments will be considered for funding. The application package must be received by 5:00 p.m. on January 14, 2008.

Michigan's Campaign to End Homelessness Housing Initiatives

DOMESTIC VIOLENCE INITIATIVE

Addendum B

2008-2009

REQUEST FOR PROPOSALS

Background:

Domestic violence is one of the leading causes of homelessness nationally with homeless families making up almost 40 percent of the overall homeless population today. In 2005, Michigan Domestic Violence Prevention and Treatment Board (MDVPTB) reported that over 6,000 women and nearly 7,000 children experienced shelter stays in MDVPTB funded programs. From the available data, approximately 617 women and children are sleeping in domestic violence shelters each night in Michigan.

Many women lose their homes fleeing domestic violence, while others are evicted as a result of the violence. Domestic violence advocates report that occasionally battered women will return to an abusive partner when a viable option for permanent housing cannot be found. Often an abusive partner will leave a survivor with a poor credit history, poor landlord referrals, and lack of financial resources, all of which lead to difficulty in obtaining safe, stable, and permanent housing. A low-income individual who is in a violent relationship often must choose between life with their abuser or life on the streets. Services such as counseling, emergency shelters, crisis lines, and information and referral are often readily available to survivors of domestic violence. However, there is a lack of existing affordable, safe, stable, and permanent housing.

In January, 2006, MSHDA along with our state partners selected six communities (Saginaw, Port Huron, Grand Rapids, Kalamazoo, Traverse City, and Mecosta, Newaygo, Osceola counties) through a competitive RFP process to participate in the Domestic Violence Housing Initiative to create supportive housing for survivors of domestic violence who are homeless. During the past several months, MSHDA has worked with the project lead agencies to develop approximately 70 units of supportive housing for survivors of domestic violence who are homeless through new construction, acquisition/rehabilitation, and Tenant Based Rental Assistance (TBRA) projects. Earlier this year, MSHDA allocated an additional \$2 million dollars (\$2,000,000) to create supportive housing for survivors of domestic violence.

For the 2008-09 funding year, MSHDA has committed \$2 million dollars (\$2,000,000) that can be used to create permanent supportive housing for persons who are survivors of domestic violence. Funds may be used for the acquisition, rehabilitation or new construction of supportive housing. Grantees with no prior experience in housing development are encouraged to partner with local community development corporations, nonprofit supportive housing developers or affordable housing developers.

Project Overview:

To expand on the efforts of the first two rounds of funding, the Michigan State Housing Development Authority (MSHDA) has allocated \$2 million dollars (\$2,000,000) for the Domestic Violence Housing Initiative, targeted to the creation and implementation of strategies that address the housing and service needs of survivors of domestic violence who are homeless. For this initiative, MSHDA has partnered

with the Department of Human Services (DHS), Michigan Domestic Violence Prevention and Treatment Board (MDVPTB), and Michigan Coalition Against Domestic and Sexual Violence (MCADSV). Through this initiative we hope to build upon the strength of existing local partnerships in order to create permanent supportive housing for survivors of domestic violence who are homeless. It is our intent to assure that rural as well as urban programs are considered with a minimum of one (1) rural Domestic Violence project funded through this offering.

Expected Outcomes:

- Align with and support local 10-Year Plans to End Homelessness;
- Reduce the duration of time survivors of domestic violence who are homeless remain in the emergency shelter system;
- Decrease the time required to assist survivors of domestic violence who are homeless in securing mainstream services, entitlement benefits, and opportunities for increased income;
- Increase the numbers of survivors of domestic violence who are homeless who exit the shelter system with positive housing outcomes;
- Decrease measurable net costs of homelessness for public systems (over time);
- Create local models of supportive housing for survivors who are experiencing homelessness;
- Develop and implement strategies that rapidly move survivors of domestic violence who are homeless from shelters and streets into permanent housing;
- Enhance collaboration between local units of government, Continuum of Care (CoC) bodies, Community Collaborative service providers, local businesses, and local philanthropic entities;
- Create and support local Interagency Service Teams;
- Establish the leadership role of the local domestic violence service providers to ensure the project's effectiveness with the target population;
- Create linkages between local, state and federal funding streams to ensure both on-going and increased resources for permanent supportive housing projects for individuals who have experienced domestic violence;
- Build capacity and develop technical skills among key stakeholders to create and/or replicate supportive housing models for future projects.

Use of Funds:

For this initiative MSHDA will commit **up to \$500,000** to each selected community.

These funds may be used for:

- New construction or acquisition/rehabilitation of Supportive Housing Rental Projects.
 - Funding will be structured as a zero percent, non-amortizing repayable loan, due in full upon sale, or on or before 40 years of the date of disbursement, with 25 percent of the loan forgiven for every 10 years of successful operation.
 - Fifteen percent of the funds can be used as a developer fee.

Match Dollars/Leveraged Resources:

Communities are required to provide a 25 percent local match or leverage of funding. To be eligible as match/leverage, funding must be newly allocated or existing funding that is redirected to target the

individuals/families in this Initiative. The following resources may be used to provide the matching funds:

- Local, state or federal funding opportunities including, but not limited to:
 - Community Development Block Grant (CDBG); Home Investment Partnership Program (HOME); Low Income Housing Tax Credits (LIHTC); Payment in lieu of taxes (PILOT); Shelter Plus Care (S+C); Supportive Housing Program (SHP); DHS State Emergency Relief/Emergency Service Grants; local Public Housing Authority (PHA) Project Based Vouchers; operating grants and/or service funding
- Philanthropic sources/cash
- Donated land/property
- Other community resources
- Service funding commitment

Definitions:

The intent of this initiative is to target survivors of domestic violence who are homeless with incomes at or below 30 percent Area Median Income (AMI) or 100 percent of the poverty level and facing long-term barriers to gaining economic resources for stable, safe and quality permanent housing.

Domestic Violence (DV) / Intimate Partner Violence (IPV)

- “Domestic Violence” means the occurrence of any of the following acts by a person that is not an act of self-defense:
 - Causing or attempting to cause physical or mental harm to an intimate partner;
 - Placing an intimate partner in fear of physical or mental harm;
 - Causing or attempting to cause an intimate partner to engage in involuntary sexual activity by force, threat of force, or duress;
 - Engaging in activity toward an intimate partner that would cause a reasonable person to feel terrorized, frightened, intimidated, threatened, harassed, or molested.
- “Intimate Partner” includes any of the following:
 - A spouse or former spouse;
 - An individual with whom the person has or has had a dating relationship;
 - An individual with whom the person is or has engaged in a sexual relationship;
 - An individual with whom the person has a child in common.

Interagency Service Team (IST) - A team of representatives from human service agencies that serve the low-income population in their community. This team should consist of representatives from the key stakeholders within the community including:

- Department of Human Services
- Community Mental Health Provider
- Michigan Works! Agency
- Emergency and/or Domestic Violence Shelter Provider

Communities that have special programs that serve homeless populations should also where possible, include representatives from the following organizations as part of the IST:

- Hospital Administrators
- Local Police or Sheriff’s Department
- Housing Resource Specialists

- Veterans Affairs
- Homeless Youth Programs
- Michigan Prisoner Re-Entry Initiative
- School District Homeless Liaison/School representative
- Community Action Agencies
- Substance Abuse Agencies

It is recommended that a single IST be created that encompasses all initiatives. If your community already has an existing IST, membership should be broadened to include the representation necessary for all of the initiatives. The IST should minimally meet quarterly.

Project Lead Agency - This agency assumes the responsibility of project management and coordination, and is the fiduciary for the funding.

Domestic Violence Service Provider Agency - Provides comprehensive domestic violence services to survivors and/or engages in comprehensive social change to end domestic violence and/or sexual violence as their primary purpose; and operates its principal place of business in the state of Michigan.

Housing First - Methodology premised on the belief that vulnerable and at-risk homeless individual are more responsive to interventions and social services support after they are in their own housing, rather than while living in temporary/transitional facilities or housing programs. Rapid re-housing facilitates the move into permanent housing for homeless individuals and families and seeks to engage them in a voluntary progressive set of individual/family case management activities and a person centered/family centered planning process that moves them toward improved social and economic well being.

Memorandum of Understanding (MOU) - A MOU must be created between identified supportive service agencies and other key stakeholders that clearly defines the relationship between all parties.

Michigan Statewide Homeless Management Information System (MSHMIS) – This system details the homeless demographics in Michigan including the problems they face, the resources used, and where current services are falling short.

Quarterly Initiative Status Reports - Reports identifying the current completion stage of the project, including information regarding problems incurred in the delivery of benefits. This information will be shared with the State Executive Management Team at their quarterly meetings.

Eligible Communities and Project Lead Agency:

Eligible Communities must meet all of the following criteria:

- Projects must align with, and support the communities 10-Year Plan to End Homelessness. (Details must be provided on how this initiative furthers the recommendations in your community's 10-Year Plan to End Homelessness.)
- The application package must be approved and signed by the four local key stakeholders, including the Continuum of Care Chairperson, Community Collaborative Chairperson, Community Mental Health Director, and local Department of Human Services Director.
- The community must have identified ONE Interagency Service Team (IST), which meets at least quarterly during the year.

- The community must have a Housing First strategy.
- The community must agree to disseminate best practices and lessons learned within their region and the state.
- The project must receive Regional Council endorsement.

Eligible Project Lead Agencies must:

- Be approved by the key stakeholders.
- Provide comprehensive domestic violence services to survivors and/or engage in comprehensive social change to end domestic violence and/or sexual violence as their primary purpose.
- Operate its principal place of business in the state of Michigan.
- Exhibit the capacity to partner with others and administer the program.
- Provide documentation of the eligible 25 percent matching funds.
- Submit a Memorandum of Understanding, Budget, and Development Timeline.

Threshold Requirements and Scoring Criteria:

Application packets must be submitted per instructions. Incomplete packets will not be reviewed.

Criteria for basic eligibility will include:

- Project feasibility;
- Target population identified is either at or below 30 percent AMI OR 100 percent poverty level;
- Potential match identified.

Scoring Criteria, points will be awarded based on the following:

- Targeting of the most in need;
- Capacity of Project Lead Agency and partners to provide housing and necessary supportive services;
- Input from consumers;
- Quality of the service commitment and plan with realistic service outcomes (including funding and partnerships for linking services);
- Regional distribution;
- Innovative and replicable project with a strong dissemination plan; and
- Evidence of case management coordination.

Technical Assistance:

Further questions can be addressed during scheduled Question and Answer Conference Calls

November 5, 2007 Question and Answer Conference Calls
 ➤ 10:00 a.m.
 Phone #: 866-840-0048
 Participant Code: 487041#

November 20, 2007 Question and Answer Conference Calls
 ➤ 10:00 a.m.
 Phone #: 866-840-0048
 Participant Code: 487041#

December 6, 2007 Question and Answer Conference Calls

- 10:00 a.m.
- Phone #: 866-840-0048
- Participant Code: 487041#

Development Assistance:

November 13, 2007 Workshop – Small Scale Supportive Housing Development Process

❖ 1:00 p.m. – 3:00 p.m.

MSHDA Lansing Office – Room 235
735 E. Michigan Ave.

OR

Attend the workshop via a live web-cast.

Please register at www.mittac.org to attend the workshop at the MSHDA office, or via the web-cast. Click on “Training Registration” and then find the training workshop named: MSHDA-SHHI. Then click on the link for **MSDHA Room 235** to attend in person, or **web-cast** to join via a website.

Questions may be sent to MSHDASupportiveHousing@michigan.gov. Responses to questions will be made available to the individual posing the question and a “Frequently Asked Questions” document and can be found on MSHDA’s website at www.michigan.gov/mshda or the Campaign to End Homelessness website at www.thecampaigntoendhomelessness.org. Information will be updated on a weekly basis. Please refer to the FAQ before submitting your question.

Guidelines for Submission:

- The Addendum must be no more than 15 pages typed (excluding attachments), using 1” margins with a font size of 12.
- The original along with one copy of the signed application and all supporting documents must be received on or before **January 14, 2007 by 5:00 p.m.**
- In addition, each community must email the completed application package to MSHDASupportiveHousing@michigan.gov.

Application packages must be submitted as follow:

- One General Community Application and required attachments (Local Needs Analysis chart and IST chart). The regional endorsement can be mailed separately, but must arrive at MSHDA no later than January 25, 2008.
- Project Addendum for the initiative with required attachments (Memorandum of Understanding, Timeline, and Development Budget)

Faxed or incomplete application packages will not be accepted for processing. All application materials must be received as a package (including the Community Application and all Addendums for which the community is applying). **Any materials not received as a package will not be processed.**

Michigan's Campaign to End Homelessness Housing Initiatives

DOMESTIC VIOLENCE INITIATIVE

Addendum B

2008-2009

APPLICATION

I. Project Information

Name: _____

Potential Location(s): _____

Type of Housing (check):

Single Family Home _____

Duplex _____

Multi Family _____

Number of Units: _____

Development Type – Rental Only (check):

Acquisition _____

Acquisition/Rehab _____

New Construction _____

Project Cost: _____

(Maximum grant request is \$500,000 of which a 15 percent maximum can be used for a developer fee associated with new construction or acquisition/rehabilitation.)

II. Grantee and Agencies Partnering on Project Team :

Grantee:			
Contact Person:		E-mail:	
Title:	Phone:	Fax:	
Address:			
City:		Zip:	
Contact Person Signature:		Date:	
Board of Director's Chairperson:			
Chairperson Signature:		Date:	

Partnering Agencies on Project Team:

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III. Project Summary:

Please provide a general summary of your project including:

- General location of the site(s) under consideration (e.g. neighborhood, city, county, etc)
- Plan to provide on-going property management

IV. Leveraged Resources for Project (please answer all that apply):

(A 25 percent match of total grant is required. Match can include both service funding and housing related activities.)

Source of Match	Amount	Intended Use
Total:	\$	

(Expand as needed)

V. Grantee History and Experience:

For the grantee and each partnering agency, **briefly** describe the agency's prior experience, if any, in providing housing and/or support services for the targeted population. *(Please limit the description to one short paragraph for each agency.)*

VI. Management Agent and Experience: *(If grantee will be the owner and management agent please indicate experience, if any, in managing properties.)*

VII. Describe any prior MSHDA Program Experience:

VIII. Supportive Service Plan:

- A. Describe support services that will be available to individuals, including which agency will be responsible for each service.
- B. Recognizing that services are voluntary, how will the target population be engaged to take advantage of services offered?
- C. Describe your process for creating an individual centered plan.
- D. How will transportation services be addressed?
- E. How will services be funded?
- F. How will participants be assisted in obtaining economic resources (e.g. employment, education/training, SSI or SSDI, TANF, child support, food assistance, etc.)?
- G. What is your plan to evaluate the effectiveness of your service delivery and to ensure that participant needs are met?

IX. Tenant Referral and Selection Plan:

- A. Describe the proposed outreach plan for identifying potential tenants.
- B. Describe how potential applicants will be screened, assessed, and prioritized for inclusion into the project utilizing a Housing First approach.
- C. Describe how the tenant selection criteria will be managed to address issues of poor credit, prior evictions, and past criminal history. (Indicate conditions under which applicants will not be considered for tenancy.)
- D. Describe how, if any, a waiting list will be maintained.

X. Housing Stability:

- A. Describe how landlord/tenant problem-resolution will be addressed to minimize risk of eviction.

XI. Housing Quality Standards:

- A. All housing created through this initiative must meet Housing Quality Standards (HQS). Describe the experience of staff or partnering agencies in conducting HQS inspections – including experience in addressing lead-based paint rules/regulations.
- B. Describe how HQS inspections will be conducted annually for all units to be utilized by program participants.

XII. Dissemination Plan:

- A. Describe the plan to disseminate information on lessons learned and best practices as it relates to this grant. *(Minimally the plan must include dissemination of information within the region from which you are located.)*

XIII. Training, Evaluation and Reporting Requirements:

The Project Lead Agency must participate in training, evaluation and reporting measures. By checking the boxes, the project lead agency demonstrates a commitment to the following:

<input type="checkbox"/>	Narrative and/or quantitative reports as required by MSHDA
<input type="checkbox"/>	Collection of data on specific performance outcome measures to be identified at a later date
<input type="checkbox"/>	Participation in tracking client data using Michigan Statewide Homeless Management Information System (MSHMIS)
<input type="checkbox"/>	Participation in any future MSHDA evaluative efforts of this initiative, yet to be determined
<input type="checkbox"/>	Participation in relevant trainings

If any of the above requirements cannot be met, please provide your comments.

XIV. Memorandum of Understanding:

Attach a Memorandum of Understanding between identified partners that clearly defines the relationships between all parties, and include the signatures of participating agencies. *(Attachment 4)*

XV. Development Budget:

Attach the completed budget form. *(Attachment 5)*

XV. Development Timeline:

Attach a timeline outlining key milestones for project implementation. *(Attachment 6)*

This application must be submitted as a complete package per instructions. Only applications that are submitted within the required timeline and that contain all required attachments will be considered for funding. The application package must be received by 5:00 p.m. on January 14, 2008.

Michigan's Campaign to End Homelessness Housing Initiatives

HOMELESS YOUTH HOUSING INITIATIVE

Addendum C

2008-2009

REQUEST FOR PROPOSALS

Program Overview:

Transitioning to adulthood is difficult, but homeless youth have even greater obstacles to overcome. Stable housing linked with services is critical to helping homeless youth make this transition. Nationally, youth homelessness is a disturbing problem that continues to grow. Although the prevalence is difficult to measure, researchers estimate that about 5 to 8 percent of youth experience homelessness. In 2006, over 450 youth received homeless youth services in Michigan via state and federally funded Homeless Youth programs. These youth may have voluntarily left their homes, were asked to leave by family, or simply did not have a physical location to call home. Some youth exited Michigan's foster care and juvenile justice systems without adequate preparation or supports.

Often times these youth are leery of, or not welcome in, adult shelter programs. They choose instead to bounce from "friend's couch to friend's couch", to sleep in state parks or cars, or to open themselves up to exploitation in an attempt to find a place to sleep, a meal, and safety. Additional hurdles they may face in finding stable housing include: landlords unwilling to rent to young people who have little or no credit history or references; a lack of work experience which makes it challenging to find employment that will pay enough to cover rent, and expenses, and; a lack of life skills competencies which may have left them with no idea how to budget money, cook a meal, do laundry, or maintain a home.

In an effort to alleviate the problem of youth homelessness, in 2006 the Michigan State Housing Development Authority (MSHDA) allocated \$3 million dollars (\$3,000,000) to provide up to two years of tenant based rental assistance targeted to homeless youth. For that initiative, MSHDA partnered with the Department of Human Services (DHS), Michigan Network for Youth and Families (MNYF), and the Corporation for Supportive Housing (CSH). Programs have since provided supportive transitional and wraparound services to youth and engaged them fully while assisting them to learn how to support themselves.

Project Overview:

For the 2008-09 funding year, MSHDA has committed \$1.5 million dollars (\$1,500,000) that can be used to create permanent supportive housing for homeless youth. Funds may be used for the acquisition, rehabilitation or new construction of supportive housing. Grantees with no prior experience in housing development are encouraged to partner with local community development corporations, nonprofit supportive housing developers or affordable housing developers.

For this initiative, MSHDA continues to partner with the Department of Human Services (DHS), Michigan Network for Youth and Families (MNYF), and the Corporation for Supportive Housing (CSH). Through this initiative we hope to build upon the strength of existing local partnerships in order to create permanent supportive housing for homeless youth. It is our intent to assure that rural as well as urban

projects are considered, with a minimum of one (1) rural Homeless Youth project funded through this offering.

Expected Outcomes:

- Align with and support local 10-Year Plans to End Homelessness;
- Reduce the duration of homelessness for youth who enter the emergency shelter system;
- Decrease the time required to assist youth in securing mainstream services, entitlement benefits, and opportunities for increased income;
- Increase the numbers of youth who exit the shelter system with positive housing outcomes;
- Decrease measurable net costs of homelessness for public systems (over time);
- Create local models of supportive housing for youth who are experiencing homelessness;
- Develop and implement strategies that rapidly move youth from shelters and streets into permanent housing;
- Create linkages between this initiative and local, state and federal funding streams;
- Enhance collaboration between local units of government, Continuum of Care (CoC) bodies, Community Collaborative service providers, local businesses, and local philanthropic entities;
- Create or support local Interagency Service Teams representing the needs of homeless youth.

Use of Funds:

For this initiative MSHDA will commit **up to \$500,000** to each selected community.

These funds may be used for:

- New construction or acquisition/rehabilitation of Supportive Housing Rental Projects.
 - Funding will be structured as a zero percent, non-amortizing repayable loan, due in full upon sale, or on or before 40 years of the date of disbursement, with 25 percent of the loan forgiven for every 10 years of successful operation.
 - Fifteen percent of the funds can be used as a developer fee.

Match Dollars/Leveraged Resources:

Communities are required to provide a 25 percent local match or leverage of funding. To be eligible as match/leverage, funding must be newly allocated or existing funding that is redirected to target the youth in this initiative. The following resources may be used to provide the matching funds:

- Local, state or federal funding opportunities including but not limited to:
 - Community Development Block Grant (CDBG); Home Investment Partnership Program (HOME); Low Income Housing Tax Credits (LIHTC); Payment in lieu of taxes (PILOT); Shelter Plus Care (S+C); Supportive Housing Program (SHP); DHS State Emergency Relief/Emergency Service Grants; local Public Housing Authority (PHA) Project Based Vouchers; operating grants and/or service funding; Chaffee Foster Care Independence Program; State Homeless Youth Funding (HY) Local Public Housing Authority rental subsidies;
- Philanthropic sources/cash;
- Other community resources;
- Supportive service commitment.

Definitions:

The intent of this initiative is to target youth most in need including those with incomes at or below 20 percent AMI and those at greatest risk of experiencing long-term homelessness.

Youth – For this initiative, a youth is defined as someone between the ages of 18 and 24 or a legally emancipated minor. This includes youth that are homeless, have runaway, aged out of the foster care system, and/or exited the juvenile justice system.

Homeless – an individual/family who lacks a fixed, regular, and adequate nighttime residence, including those living in:

- A publicly or privately operated shelter or transitional facility designed to provide temporary living accommodations;
- An institution that provides a temporary residence for individuals intended to be institutionalized;
- A public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings (including living on the streets, at a state park, or in an automobile);
- Doubled up (couch surfing);

Interagency Service Team (IST) - A team of representatives from human service agencies that serve the low-income population in their community. This team should consist of representatives from the key stakeholders within the community including:

- Department of Human Services
- Community Mental Health Provider
- Michigan Works! Agency
- Emergency and/or Domestic Violence Shelter Provider

Communities that have special programs that serve homeless populations should also where possible, include representatives from the following organizations as part of the IST:

- Hospital Administrators
- Local Police or Sheriff's Department
- Housing Resource Specialists
- Veterans Affairs
- Homeless Youth Programs
- Michigan Prisoner Re-Entry Initiative
- School District Homeless Liaison/School representation
- Community Action Agencies
- Substance Abuse Agencies

It is recommended that a single IST be created that encompasses all initiatives. If your community already has an existing IST, membership should be broadened to include the representation necessary for all of the initiatives. The IST should minimally meet quarterly.

Project Lead Agency - This agency assumes the responsibility of project management and coordination, and is the fiduciary for the funding.

Housing First - Methodology premised on the belief that vulnerable and at-risk homeless individuals are more responsive to interventions and social services support after they are in their own housing, rather than while living in temporary/transitional facilities or housing programs. Rapid re-housing facilitates the move into permanent housing for homeless individuals and seeks to engage them in a voluntary progressive set of individual case management activities and a person centered planning process that moves them toward improved social and economic well being.

Memorandum of Understanding (MOU) - A MOU must be created between identified supportive service agencies and other key stakeholders that clearly defines the relationship between all parties.

Michigan Statewide Homeless Management Information System (MSHMIS) – This system details the homeless demographics in Michigan including the problems they face, the resources used, and where current services are falling short.

Quarterly Initiative Status Reports - Reports identifying the current completion stage of the project, including information regarding problems incurred in the delivery of benefits. This information will be shared with the State Executive Management Team at their quarterly meetings.

Eligible Communities and Project Lead Agency:

Eligible Communities must meet all of the following criteria:

- The community must have submitted a 10-Year Plan to End Homelessness. (Details must be provided on how this initiative furthers the recommendations in your community's 10-Year Plan to End Homelessness.)
- The application package must be approved and signed by the four local key stakeholders, including the Continuum of Care Chairperson, Community Collaborative Chairperson, Community Mental Health Director, and local Department of Human Services Director.
- The community must have identified ONE Interagency Service Team (IST), which meets at least quarterly during the year.
- The community must have a Housing First strategy.
- The community must agree to disseminate best practices and lessons learned within their region and the state. The community must agree to participate in discussions of Barrier Busters at the local, regional and state levels.
- The project must receive Regional Council endorsement.

Eligible Project Lead Agencies must:

- Be approved by the key stakeholders and exhibit the capacity to administer the program;
- Have a history of and/or current experience working with youth, individuals or families who are homeless;
- Create a strong transition plan to assist tenants in increasing income and reaching self sufficiency within the term of the grant;
- Provide documentation of the eligible 25 percent matching funds;
- Enter client specific data into *Michigan Statewide Homeless Management Information System (MSHMIS)*;
- Submit a Memorandum of Understanding, Budget, and Development Timeline.

Threshold Requirements and Scoring Criteria:

Application packets must be submitted per instructions. Incomplete packets will not be reviewed.

Criteria for basic eligibility will include:

- Project feasibility;
- Target population identified is either at or below 20 percent AMI;
- Potential match identified.

Scoring Criteria, points will be awarded based on the following:

- Targeting of the most in need;
- Capacity of Project Lead Agency and partners to provide housing and necessary supportive services;
- Input from consumers;
- The quality of the service commitment and plan with realistic service outcomes (including funding and partnerships for linking services);
- Regional distribution;
- Innovative and replicable project with a strong dissemination plan; and
- Evidence of case management coordination.

Technical Assistance:

Further questions can be addressed during scheduled Question and Answer Conference Calls

November 5, 2007 Question and Answer Conference Calls
❖ 10:00 a.m.
Phone #: 866-840-0048
Participant Code: 487041#

November 20, 2007 Question and Answer Conference Calls
❖ 10:00 a.m.
Phone #: 866-840-0048
Participant Code: 487041#

December 6, 2007 Question and Answer Conference Calls
❖ 10:00 a.m.
Phone #: 866-840-0048
Participant Code: 487041#

Development Assistance:

November 13, 2007 **Workshop – Small Scale Supportive Housing Development Process**
❖ 1:00 p.m. – 3:00 p.m.

MSHDA Lansing Office – Room 235
735 E. Michigan Ave.

OR

Attend the workshop via a live web-cast.

Please register at www.mittac.org to attend the workshop at the MSHDA office, or via the web-cast. Click on “Training Registration” and then find the training workshop named: **MSHDA-SHHI**. Then click on the link for **MSHDA Room 235** to attend in person, or **web-cast** to join via a website.

Guidelines for Submission:

- The Addendum must be no more than 15 pages typed (excluding attachments), using 1” margins with a font size of 12.
- The original along with one copy of the signed application and all supporting documents must be received on or before **January 14, 2008 by 5:00 p.m.**
- In addition, each community must email the completed application package to MSHDASupportiveHousing@michigan.gov.

Application packages must be submitted as follow:

- One General Community Application and required attachments (Local needs analysis and IST chart). The regional endorsement can be mailed separately, but must arrive at MSHDA no later than January 25, 2008.
- Project Addendum for the initiative with required attachments (Memorandum of Understanding, Timeline, and Development Budget)

Faxed or incomplete application packages will not be accepted for processing. All application materials must be received as a package (including the Community Application and all Addendums for which the community is applying). **Any materials not received as a package will not be processed.**

Michigan's Campaign to End Homelessness Housing Initiatives

HOMELESS YOUTH HOUSING INITIATIVE

Addendum C

2008-2009

APPLICATION

I. Project Information

Name: _____

Potential Location(s): _____

Type of Housing (check):

Single Family Home _____

Duplex _____

Multi Family _____

Number of Units: _____

Development Type – Rental Only (check):

Acquisition _____

Acquisition/Rehab _____

New Construction _____

Project Cost: _____

(Maximum grant request is \$500,000 of which a 15 percent maximum can be used for a developer fee associated with new construction or acquisition/rehabilitation.)

II. Grantee and Agencies Partnering on Project Team :

Grantee:			
Contact Person:		E-mail:	
Title:	Phone:	Fax:	
Address:			
City:		Zip:	
Contact Person Signature:		Date:	
Board of Director's Chairperson:			
Chairperson Signature:		Date:	

Partnering Agencies on Project Team:

1.
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III. Project Summary:

Please provide a summary of your project including the:

- General location of the site(s) under consideration (e.g. neighborhood, city, county, etc)
- Plan to provide on-going property management

IV. Leveraged Resources for Project (please answer all that apply):

(A 25 percent match of total grant is required. Match can include both service funding and housing related activities.)

Source of Match	Amount	Intended Use
Total:	\$	

(Expand as needed)

V. Grantee History and Experience:

For the grantee and each partnering agency, **briefly** describe the agency's prior experience, if any, in providing housing and/or support services for the targeted population. *(Please limit the description to one short paragraph for each agency.)*

VI. Management Agent and Experience: *(If grantee will be the owner and management agent please indicate experience, if any, in managing properties.)*

VII. Describe any prior MSHDA Program Experience:

VIII. Supportive Service Plan:

- A. Describe support services that will be available to youth, including which agency will be responsible for each service.
- B. Recognizing that services are voluntary, how will the target population be engaged to take advantage of services offered?
- C. Describe your process for creating an individual centered plan.
- D. How will transportation services be addressed?
- E. How will services be funded?
- F. How will participants be assisted in obtaining economic resources (e.g. employment, education/training, SSI or SSDI, TANF, child support, food assistance, etc.)?
- G. What is your plan to evaluate the effectiveness of your service delivery and to ensure that participant needs are met?

IX. Tenant Referral and Selection Plan:

- A. Describe the proposed outreach plan for identifying potential tenants.
- B. Describe how potential applicants will be screened, assessed, and prioritized for inclusion into the project utilizing a Housing First approach.
- C. Describe how the tenant selection criteria will be managed to address issues of poor credit, prior evictions, etc. (Indicate conditions under which applicants will not be considered for tenancy.)
- D. Describe how, if any, a waiting list will be maintained.

X. Housing Stability:

- A. Describe how landlord/tenant problem-resolution will be addressed to minimize risk of eviction.

XI. Housing Quality Standards:

- A. All housing created through this initiative must meet Housing Quality Standards (HQS). Describe the experience of staff or partnering agencies in conducting HQS inspections – including experience in addressing lead-based paint rules/regulations.

- B. Describe how HQS inspections will be conducted annually for all units to be utilized by program participants.

XII. Dissemination Plan:

- A. Describe the plan to disseminate information on lessons learned and best practices as it relates to this grant. *(Minimally the plan must include dissemination of information within the region from which you are located.)*

XIII. Training, Evaluation and Reporting Requirements:

The Project Lead Agency must participate in training, evaluation and reporting measures. By checking the boxes, the project lead agency demonstrates a commitment to the following:

<input type="checkbox"/>	Narrative and/or quantitative reports as required by MSHDA
<input type="checkbox"/>	Collection of data on specific performance outcome measures to be identified at a later date
<input type="checkbox"/>	Participation in tracking client data using Michigan Statewide Homeless Management Information System (MSHMIS)
<input type="checkbox"/>	Participation in any future MSHDA evaluative efforts of this initiative, yet to be determined
<input type="checkbox"/>	Participation in relevant trainings

If any of the above requirements cannot be met, please provide your comments.

XIV. Memorandum of Understanding:

Attach a Memorandum of Understanding between identified partners that clearly define the relationships between all parties, and include the signatures of participating agencies. *(Attachment 4)*

XV. Development Budget:

Attach the completed budget form. *(Attachment 5)*

XV. Development Timeline:

Attach a timeline outlining key milestones for project implementation. *(Attachment 6)*

This application must be submitted as a complete package per instructions. Only applications that are submitted within the required timeline and that contain all required attachments will be considered for funding. The application package must be received by 5:00 p.m. on January 14, 2008.

Michigan's Campaign to End Homelessness Housing Initiatives

HOMELESS FAMILIES INITIATIVE

Addendum D

2008-2009

REQUEST FOR PROPOSALS

Background:

In 2006, the Michigan State Housing Development Authority (MSHDA) allocated \$7.5 million dollars (\$7,500,000) targeted to the creation and implementation of strategies that address the housing and service needs of Homeless Families. MSHDA partnered with the Department of Human Services (DHS), Department of Education (DOE), Department of Corrections (DOC), Department of Community Health (DCH), and Department of Labor and Economic Growth (DLEG). Through the first Homeless Families Initiative the process of achieving the vision that *“All Michigan children and families will live with dignity and thrive in safe, affordable, and sustainable homes in supportive communities”* began.

In order to achieve this vision we need to change the way we do business and by doing so, build the infrastructure needed to increase the effectiveness of our federal, state and local systems. Through the work of Michigan's Policy Academy on Homeless Families and Children (*“the Academy”*), a *Comprehensive Model for Ending Family Homelessness* (*“the Model”*) was developed. This Model represents an interdepartmental commitment to systemic reform, and is based on the premise that state and local innovation can improve opportunities for Michigan residents who are homeless—or at risk of homelessness—through the development of policies and programs that both integrate and better target current and future housing, health, social, and workforce investments. A critical element of this approach will be a commitment toward flexibility, when appropriate, to effectively implement the Comprehensive Model. The Model identified a series of *“core strategies”* that the Academy believed would generate the most impact toward ending homelessness. Above all, it establishes the importance of integrated policies and services at all levels. We believe that building on a commitment to the *“Housing First”* concept, and implementing the core strategies in the Comprehensive Model holds the potential of ending homelessness for Michigan's most vulnerable families with children.

For the 2008-09 funding year, MSHDA has committed \$5.5 million dollars (\$5,500,000) that can be used to create permanent supportive housing for homeless families. Funds may be used for the acquisition, rehabilitation or new construction of supportive housing. Grantees with no prior experience in housing development are encouraged to partner with local community development corporations, nonprofit supportive housing developers or affordable housing developers.

Project Overview:

To expand on the efforts of the first round of funding, the Michigan State Housing Development Authority (MSHDA) has allocated an additional \$5.5 million dollars (\$5,500,000) for the Homeless Families Initiative targeted to the creation and implementation of strategies that address the housing and service needs of homeless families. For this initiative, MSHDA continues to partner with the Department of Human Services (DHS), Department of Education (DOE), Department of Corrections (DOC),

Department of Community Health (DCH), and Department of Labor and Economic Growth (DLEG). It is our intent to expand the efforts of this initiative to every region of the state. Through this initiative we hope to build upon the strength of existing local partnerships in order to create permanent housing solutions for homeless families. It is our intent to assure that rural as well as urban projects are considered, with a minimum of two (2) rural Homeless Family projects funded through this offering.

Core Strategies:

- Transition to “Housing First” orientation
- Assure comprehensive services for housing stabilization
- Increase consumer income
- Develop comprehensive community-based prevention systems
- Address federal policy barriers
- Develop cross-systems data analysis
- Provide training & technical assistance
- Plan for success and assure alignment of local housing and service plans
- Build public support and political will for ending homelessness

Expected Outcomes:

- Align with and support local 10-Year Plans to End Homelessness;
- Commitment by the community to partner in effectively utilizing existing resources to implement system-wide changes in support of the 10-Year Plan to End Homelessness;
- Reduction in the duration of homelessness of families who have entered the emergency shelter system;
- Decrease the time required to assist homeless families in securing mainstream services, entitlement benefits, and opportunities for increased income (including participating in SOAR);
- Increase the numbers of families who exit the shelter system with positive housing outcomes;
- Decrease measurable net costs of homelessness for public systems (over time);
- Create local models of supportive housing for families who are experiencing homelessness;
- Develop and implement strategies that rapidly move families from shelters and streets into permanent housing;
- Create linkages between this initiative and local, state and federal funding streams;
- Enhance collaboration between local units of government, Continuum of Care (CoC) bodies, Community Collaborative service providers, local businesses, and local philanthropic entities;
- Create and support local Interagency Service Teams;
- Create an effective development team that will be able to replicate supportive housing models for future production of affordable housing units;
- Provide necessary support services to establish and maintain stability and self-sufficiency.

Use of Funds:

For this initiative MSHDA has committed \$5.5 million dollars (\$5,500,000) and communities can request up to **\$1 million dollars (\$1,000,000)** for a specific project.

These funds may be used for:

- New construction or acquisition/rehabilitation of Supportive Housing Rental Projects
 - Funding will be structured as a zero percent, non-amortizing repayable loan, due in full upon sale, or on or before 40 years of the date of disbursement, with 25 percent of the loan forgiven for every 10 years of successful operation.
 - Fifteen percent of the funds can be used as a developer fee.

Match Dollars/Leveraged Resources:

Communities are required to provide a 25 percent local match or leverage of funding. To be eligible as match/leverage, funding must be newly allocated or existing funding that is redirected to target the families in this Initiative. The following resources may be used to provide the matching funds:

- Local, state or federal funding opportunities including, but not limited to:
 - Community Development Block Grant (CDBG); Home Investment Partnership Program (HOME); Low Income Housing Tax Credits (LIHTC); Payment in lieu of taxes (PILOT); Shelter Plus Care (S+C); Supportive Housing Program (SHP); DHS State Emergency Relief/Emergency Service Grants; local Public Housing Authority (PHA) Project Based Vouchers or Housing Choice Vouchers targeted to families in this initiative; operating grants and/or service funding
- Philanthropic sources/cash
- Donated land/property
- Other community resources
- Supportive service commitment

Definitions:

The intent of this initiative is to target homeless families with children most in need including those with incomes at or below 30 percent Area Medium Income (AMI) OR at or below 100 percent of the poverty level and those at greatest risk of experiencing long-term homelessness.

Homeless – a family who lacks a fixed, regular, and adequate nighttime residence, with first priority given to those living in:

- A publicly or privately operated shelter and/or transitional facility designed to provide temporary living accommodations (including those being assisted with hotel vouchers);
- A public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings (including living on the streets, in a state park, or automobile);
- An institution that provides a temporary residence for individuals intended to be institutionalized;

And second priority to those living:

- Doubled up (couch surfing)

Families – For the purpose of this initiative family is defined as an adult(s) with a biological child(ren) or legal guardianship of a child, who is under 18 or, enrolled in school and expected to graduate by age 19. This includes, but not limited to grandparents raising grandchildren and women who are pregnant. Project Lead Agencies must agree to serve the general homeless family population.

Interagency Service Team (IST) - A team of representatives from human service agencies that serve the low-income population in their community. This team should consist of representatives from the key stakeholders within the community including:

- Department of Human Services
- Community Mental Health Provider
- Michigan Works! Agency
- Emergency and/or Domestic Violence Shelter Provider

Communities that have special programs that serve homeless populations should also, where possible, include representatives from the following organizations as part of the IST:

- Hospital Administrators
- Local Police or Sheriff's Department
- Housing Resource Specialists
- Veterans Affairs
- Homeless Youth Programs
- Michigan Prisoner Re-Entry Initiative
- School District Homeless Liaison/School Representative
- Community Action Agencies
- Substance Abuse Agencies

It is recommended that a single IST be created that encompasses all initiatives. If your community already has an existing IST, membership should be broadened to include the representation necessary for all of the initiatives. The IST should minimally meet quarterly.

Project Lead Agency - This agency assumes the responsibility of project management and coordination, and is the fiduciary for the funding.

Housing First - Methodology premised on the belief that vulnerable and at-risk homeless individuals are more responsive to interventions and social services support after they are in their own housing, rather than while living in temporary/transitional facilities or housing programs. Rapid re-housing facilitates the move into permanent housing for homeless individuals and seeks to engage them in a voluntary progressive set of individual case management activities and a family centered planning process that moves them toward improved social and economic well being.

Family Centered Plan – A planning and service delivery process that:

- Recognizes that parents play a unique and essential role in the lives of their minor children and have the greatest influence on the child's health, growth and development;
- Recognizes that enhancing parenting competence and confidence is the best avenue to achieving better outcomes for children;

- Is family-specific, individualized by the culture, strengths, concerns, and resources of each family;
- Seeks to build a self-empowerment within parents, children and youth;
- Promotes resiliency by developing interventions that build competence and skills in children, youth and families, reduces risk and enhances protective factors;
- Promotes a child/youth's ability to assume more choice and leadership as he/she matures and develops in preparation for adulthood.

Memorandum of Understanding (MOU) - A MOU must be created between identified supportive service agencies and other key stakeholders that clearly defines the relationship between all parties.

Michigan Statewide Homeless Management Information System (MSHMIS) – This system details the homeless demographics in Michigan including the problems they face, the resources used, and where current services are falling short.

Quarterly Initiative Status Reports - Reports identifying the current completion stage of the project, including information regarding problems incurred in the delivery of benefits. This information will be shared with the State Executive Management Team at their quarterly meetings.

Eligible Communities and Project Lead Agency:

Eligible Communities must meet all of the following criteria:

- The community must have submitted a 10-Year Plan to End Homelessness. (Details must be provided on how this initiative furthers the recommendations in your community's 10-Year Plan to End Homelessness.)
- The application package must be approved and signed by the four local key stakeholders, including the Continuum of Care Chairperson, Community Collaborative Chairperson, Community Mental Health Director, and local Department of Human Services Director.
- The community must have identified ONE Interagency Service Team (IST), which meets on a quarterly basis.
- The community must have a Housing First strategy.
- The community must agree to disseminate best practices and lessons learned within their region and the state.
- The project must receive Regional Council endorsement.

Eligible Project Lead Agencies must:

- Be approved by the key stakeholders and exhibit the capacity to administer the program;
- Have a history of and/or current experience working with individuals and families who are homeless;
- Provide documentation of the eligible 25 percent matching funds;
- Create a strong transition plan to assist tenants in increasing income and reaching self sufficiency within the term of the grant;
- Enter client specific data into *Michigan Statewide Homeless Management Information System (HMIS)*;
- Submit a Memorandum of Understanding, Budget, and Development Timeline.

Threshold Requirements and Scoring Criteria:

Application packets must be submitted per instructions. Incomplete packets will not be reviewed.

Criteria for basic eligibility will include:

- Project Feasibility;
- Target population identified is either at or below 30 percent AMI or 100 percent of the Poverty Level;
- Potential match identified.

Scoring Criteria, points will be awarded based on the following:

General:

- Regional distribution;
- Community commitment to partner together to more effectively utilize existing resources and implement system-wide changes in support of the 10-Year Plan to End Homelessness;
- Innovative and replicable project with a strong dissemination plan.

Project Specific:

- Capacity of Project Lead Agency and partners to provide housing and necessary supportive services;
- Targets the most in need;
- Evidence of case management coordination
- The quality of the service commitment and plan with realistic service outcomes (including funding and partnerships for linking services);
- Input from consumers;
- Effective and efficient use of funding.

Technical Assistance:

Further questions can be addressed during scheduled Question and Answer Conference Calls

November 5, 2007 Question and Answer Conference Calls
➤ 10:00 a.m.
Phone #: 866-840-0048
Participant Code: 487041#

November 20, 2007 Question and Answer Conference Calls
➤ 10:00 a.m.
Phone #: 866-840-0048
Participant Code: 487041#

December 6, 2007 Question and Answer Conference Calls
➤ 10:00 a.m.
Phone #: 866-840-0048
Participant Code: 487041#

Development Assistance:

November 13, 2007 Workshop – Small Scale Supportive Housing Development Process

❖ 1:00 p.m. – 3:00 p.m.

MSHDA Lansing Office – Room 235

735 E. Michigan Ave.

OR

Attend the workshop via a live web-cast.

Please register at www.mittac.org to attend the workshop at the MSHDA office, or via the web-cast. Click on “Training Registration” and then find the training workshop named: **MSHDA-SHHI**. Then click on the button for **MSHDA Room 235** to attend in person, or **web-cast** to join via a website.

Questions may be sent to MSHDASupportiveHousing@michigan.gov. Responses to questions will be made available to the individual posing the question and a “Frequently Asked Questions” document and can be found on MSHDA’s website at www.michigan.gov/mshda or the Campaign to End Homelessness website at www.thecampaigntoendhomelessness.org. Information will be updated on a weekly basis. Please refer to the FAQ before submitting your question.

Guidelines for Submission:

- The Addendum must be no more than 15 pages typed (excluding attachments), using 1” margins with a font size of 12.
- The original along with one copy of the signed application and all supporting documents must be received on or before **January 14, 2008 by 5:00 p.m.**
- In addition, each community must email the completed application package to MSHDASupportiveHousing@michigan.gov.

Application packages must be submitted as follows:

- One General Community Application and required attachments (Local needs analysis and IST chart). The regional endorsement can be mailed separately, but must arrive at MSHDA no later than January 25, 2008.
- Project Addendum(s) for all initiatives the community is applying for along with required attachments (Memorandum of Understanding, Timeline, and Development Budget).

Faxed or incomplete application packages will not be accepted for processing. All application materials must be received as a package (including the Community Application and all Addendums for which the Community is applying). Any materials not received as a package will not be processed.

Michigan's Campaign to End Homelessness Housing Initiatives

HOMELESS FAMILIES INITIATIVE

Addendum D

2008-2009

APPLICATION

I. Project Information

Name: _____

Potential Location(s): _____

Type of Housing (check):

Single Family Home _____

Duplex _____

Multi Family _____

Number of Units: _____

Development Type – Rental Only (check):

Acquisition _____

Acquisition/Rehab _____

New Construction _____

Project Cost: _____

(Maximum grant request is \$1,000,000 of which up a 15 percent maximum can be used for a developer fee

associated with new construction or acquisition/rehabilitation.)

II. Grantee and Agencies Partnering on Project Team :

Grantee:		
Contact Person:		E-mail:
Title:	Phone:	Fax:
Address:		
City:		Zip:
Contact Person Signature:		Date:
Board of Director's Chairperson:		
Chairperson Signature:		Date:

Partnering Agencies on Project Team:

1.
2.
3.
4.
5.
6.
7.

III. Project Summary:

Please provide a summary of your project including the:

- General location of the site(s) under consideration (e.g. neighborhood, city, county, etc)
- Plan to provide on-going property management

IV. Leveraged Resources for Project (please answer all that apply):

(A 25 percent match of total grant is required. Match can include both service funding and housing related activities.)

Source of Match	Amount	Intended Use
Total:	\$	

(Expand as needed)

V. Grantee History and Experience:

For the grantee and each partnering agency, **briefly** describe the agency's prior experience, if any, in providing housing and/or support services for the targeted population. *(Please limit the description to one short paragraph for each agency.)*

VI. Management Agent and Experience: *(If grantee will be the owner and management agent please indicate experience, if any, in managing properties.)*

VII. Describe any prior MSHDA Program Experience:

VIII. Supportive Service Plan:

- A. Describe support services that will be available to youth, including which agency will be responsible for each service.
- B. Recognizing that services are voluntary, how will the target population be engaged to take advantage of services offered?
- C. Describe your process for creating an individual centered plan.
- D. How will transportation services be addressed?
- E. How will services be funded?
- F. How will participants be assisted in obtaining economic resources (e.g. employment, education/training, SSI or SSDI, TANF, child support, food assistance, etc.)?
- G. What is your plan to evaluate the effectiveness of your service delivery and to ensure that participant needs are met?

IX. Tenant Referral and Selection Plan:

- A. Describe the proposed outreach plan for identifying potential tenants.
- B. Describe how potential applicants will be screened, assessed, and prioritized for inclusion into the project utilizing a Housing First approach.
- C. Describe how the tenant selection criteria will be managed to address issues of poor credit, prior evictions, etc. (*Indicate conditions under which applicants will not be considered for tenancy.*)
- D. Describe how, if any, a waiting list will be maintained.

X. Housing Stability:

- A. Describe how landlord/tenant problem-resolution will be addressed to minimize risk of eviction.

XI. Housing Quality Standards:

- A. All housing created through this initiative must meet Housing Quality Standards (HQS). Describe the experience of staff or partnering agencies in conducting HQS inspections – including experience in addressing lead-based paint rules/regulations.

- B. Describe how HQS inspections will be conducted annually for all units to be utilized by program participants.

XII. Dissemination Plan:

- A. Describe the plan to disseminate information on lessons learned and best practices as it relates to this grant. *(Minimally the plan must include dissemination of information within the region from which you are located.)*

XIII. Training, Evaluation and Reporting Requirements:

The Project Lead Agency must participate in training, evaluation and reporting measures. By checking the boxes, the project lead agency demonstrates a commitment to the following:

<input type="checkbox"/>	Narrative and/or quantitative reports as required by MSHDA
<input type="checkbox"/>	Collection of data on specific performance outcome measures to be identified at a later date
<input type="checkbox"/>	Participation in tracking client data using Michigan Statewide Homeless Management Information System (MSHMIS)
<input type="checkbox"/>	Participation in any future MSHDA evaluative efforts of this initiative, yet to be determined
<input type="checkbox"/>	Participation in relevant trainings

If any of the above requirements cannot be met, please provide your comments.

XIV. Memorandum of Understanding:

Attach a Memorandum of Understanding between identified partners that clearly define the relationships between all parties, and include the signatures of participating agencies. *(Attachment 4)*

XV. Development Budget:

Attach the completed budget form. *(Attachment 5)*

XV. Development Timeline:

Attach a timeline outlining key milestones for project implementation. *(Attachment 6)*

This application must be submitted as a complete package per instructions. Only applications that are submitted within the required timeline and that contain all required attachments will be considered for funding. The application package must be received by 5:00 p.m. on January 14, 2008.

Michigan's Campaign to End Homelessness Housing Initiatives

Housing First Initiative

Addendum E

2008-2009

REQUEST FOR PROPOSALS

Background:

Housing First is an approach to ending homelessness that centers on providing people who are homeless with housing quickly and then offering services as needed. What differentiates Housing First from more traditional responses to homelessness (i.e. emergency shelter or transitional housing) is that it is “housing-based,” with an immediate and primary focus on helping individuals and families to quickly access and sustain permanent housing. This approach has the benefit of being consistent with what most people experiencing homelessness need and seeks help to achieve. Housing First programs share critical elements:

- There is a focus on helping individuals and families access and sustain permanent rental housing as quickly as possible and the housing is not time-limited;
- A variety of services are delivered primarily following a housing placement to promote housing stability and individual well-being;
- Such services are time-limited or long-term depending upon individual need; and
- Housing is not contingent on compliance with services – instead, participants must comply with a standard lease agreement and are provided with the services and supports that are necessary to help them do so successfully.

While all Housing First programs share these critical elements, program models vary significantly depending upon the population served. For people who have experienced chronic homelessness, there is an expectation that intensive (and often specialized) services will be needed indefinitely. However, the vast majority of homeless individuals and families do not experience chronic homelessness. Most often they have experienced a housing or personal crisis that led them to seek help from the homeless shelter system and require less intensive services.

Project Overview:

To help communities embrace Housing First the Michigan State Housing Development Authority (MSHDA) has allocated \$1 million dollars (\$1,000,000) for the Housing First Initiative. It is MSHDA's intent to expand the efforts of this initiative to every region of the state.

The Housing First Initiative is targeted to the creation and implementation of Housing First models that address the housing and service needs of Michigan's homeless. Through this initiative MSHDA hopes to build upon the strength of existing local partnerships in order to create housing first models that can be emulated in other regions of Michigan and across the nation.

All models must identify how the newly adopted Housing First practice will work together to not only quickly house the homeless but how the practices will begin to reduce the costs to shelters and/or motel night stays in the community. Since this is a non-renewable grant, applicants must identify how their Housing First activity/strategy will be continued in future years.

Expected Outcomes:

- Align with and support local 10-Year Plans to End Homelessness;
- Create local models of Housing First for individuals who are experiencing homelessness that can be replicated in other regions of the state and across the nation;
- Reduce the duration of time homeless individuals remain in the emergency shelter system;
- Reduce expenses incurred by shelters;
- Decrease the time required to assist homeless individuals in securing mainstream services, entitlement benefits, and opportunities for increased income;
- Increase the numbers of homeless individuals who exit the shelter system with positive housing outcomes, i.e. 75% provided with Housing First do not re-lapse into homelessness.
- Decrease measurable net costs of homelessness for public systems (over time), e.g. hospitals, police intervention;
- Develop and implement strategies that rapidly move homeless individuals from shelters and streets into permanent housing;
- Enhance collaboration between local units of government, Continuum of Care (CoC) bodies, Community Collaborative service providers, local businesses, and local philanthropic entities;
- Create and support local Interagency Service Teams;
- Create linkages between local, state and federal funding streams to ensure both on-going and increased resources for Housing First projects for individuals who have experienced homelessness;
- Build capacity and develop technical skills among key stakeholders to create and/or replicate Housing First models for future projects.

Use of Funds:

For this initiative MSHDA has committed \$1 million dollars (\$1,000,000) and communities can request **up to \$125,000**. **Applicants are encouraged to be creative in developing Housing First models/strategies for their regions.** Since every community has unique characteristics, grantees are encouraged to create Housing First models that use a variety of proven strategies such as the following examples:

I. Housing Resource Center

This initiative will provide comprehensive housing placement and related services to people who are homeless and have special needs in communities. Housing Resource Centers (HRC) are designed as a “One stop shop” for housing needs. The HRC can also serve as the Lead Agency for the Homeless Assistance Recovery Program (HARP) – administering homeless preference Housing Choice Vouchers for the area (upon approved by MSHDA). Ultimately, the HRC builds relationships between homeless and/or special needs tenants, service agencies and housing providers.

The goal of the HRC is: to directly engage landlords, property managers and service agencies to quickly and effectively house homeless individuals and/or families; establish a list of local landlords and property managers and existing units that meet HUD Housing Quality Standards (HQS); assist in connecting homeless individuals/families with rental assistance, affordable housing, and to assist in negotiating leases; assist tenants receiving *temporary* rental assistance to either attain self-sufficiency or obtain *permanent* rental subsidy; develop eviction prevention and crisis response plans to increase housing stability, i.e., avoid re-lapsing into homelessness; to refer the homeless to needed services and help them obtain entitlement benefits, employment opportunities, and needed household items, e.g. bedding and linens.

II. Housing Coordinator

A Housing Coordinator embraces the housing first methodology and works to rapidly move the homeless into housing, thereby reducing the length of homelessness. The Coordinator bridges the gap between homelessness and housing by assessing the household's needs, referring household's to needed federal, state and local programs, meanwhile assuring throughout this "clearinghouse" time period that the number of nights the household is homeless is as minimal as possible.

Activities of a Housing Coordinator may include: providing *outreach* and engagement designed to reduce barriers and encourage homeless people to enter appropriate housing linked with appropriate services, assisting homeless in *obtaining* safe, decent, and sanitary *housing* and *maintaining* the *housing*, developing *relationships with landlords*, and once the households are rehoused, facilitating linkages to mainstream programs (TANF, SSI, FS) and services, i.e., acting as a referral center to link the homeless to services, providing other needed supports, such as assistance in acquiring household items such as beds and linens, etc.

Outreach

- Actively collaborate with other local and regional human service agencies identifying homeless persons in need of housing assistance.
- Maintain regular and ongoing contact with emergency and domestic violence shelters, transitional housing programs and other area service providers
- Establish regular hours for outreach at partnering local agencies and shelters serving homeless populations.
- Develop strategies for identifying and engaging families with children, and youth in rural areas.

Housing Assistance

- Provide direct assistance in locating and securing safe, decent, affordable housing.
- Identify and assist in obtaining first month's rent, security deposit, and other move-in expenses as necessary.
- Develop and maintain an updated and comprehensive listing of housing options and resources for homeless populations.
- Work with supportive services staff in homeless shelters, transitional housing, and other homeless services programs to facilitate their efforts in helping homeless participants to obtain and remain in safe, decent, affordable, housing.
- Collaborate with case managers from other local/regional homeless service providers in helping to respond to other housing-related needs of homeless households.
- Manage processing of transitional housing leasing assistance payments for eligible households (in partnership with other local homeless programs).

Consumer Needs Assessment/Supportive Services

- Work with homeless households to identify potential eligibility for mainstream resource benefits (e.g. TANF, VA, SSI, FS, CDC, Medicaid, WIC, MI-Child, etc.) and assist in program enrollment.
- Obtain employment.
- Obtain mainstream resources and services.
- Assist in expediting entitlement benefit determinations and processing.
- Determine readiness for independent living and services needed to support self-sufficiency – including substance abuse, mental health and medical treatment.

- Assist in determination of eligibility and readiness for employment, training or education programs.
- Collaborate with case managers from other local/regional homeless service providers in helping to obtain and maintain access to mainstream services.
- Develop a list of payees and link tenants to an agency that acts as a designated payee. (What is a payee? A payee is an individual organization who can manage or direct someone else to manage the tenant's money. The main responsibility as a payee is to use the funds to pay for the current and foreseeable needs of the beneficiary and properly save any funds not needed to meet current needs. Payee's also keep accurate records of how the beneficiary's money is used.)

Housing Coordination for Otherwise Un-served Homeless Households

- Assist homeless families who are not otherwise affiliated with a local/regional homeless services provider in determining their needs, strengths and resources therefore increasing income and self-determination.
- Establish a case plan with hard-to-serve homeless households to help address these household's needs and promote ties to the community.
- Identify needed services such as education/training, job placement, or treatment services, and assist with appropriate referrals.
- Assist in providing support for stabilizing hard-to-serve homeless households in their new homes for up to six months following re-location.

Transportation Assistance

- Assist participants in obtaining transportation to locate housing, to move into housing, and provide other transportation assistance on an as-needed basis.

Assistance with Household Items

- Assist participants in locating and securing furniture and household goods as needed.

Follow-Up Support

- Provide additional follow-up support, as needed, for up to six months after homeless participants obtain permanent housing.
- Assess housing status of program participants at three, six, and twelve months following placement in permanent housing.

Records-Keeping

- Participate in data-entry for all contacts in the Michigan Statewide Homeless Management Information System (MSHMIS).
- Assure timely and complete reports as required by the HUD, MSHDA, and DHS.

III. Chicago Model

The Chicago Model for Housing First consists of the conversion of transitional (1-2 year programs) to either 120 day-Interim Housing, or permanent housing. Housing First funding can be used to provide a shallow subsidy, up to 120 days of rent, for the purpose of rapidly re-housing homeless individuals.

This model of Housing First must be used in conjunction with homeless individuals on a waiting list for Tenant Based Rental Assistance (TBRA) or the Homeless Assistance Recovery Program (HARP). The rental subsidy can be used to rapidly re-house homeless individuals until they become stabilized on their own or receive a housing subsidy.

Definitions:

The intent of this initiative is to target homeless individuals and families with incomes at or below 30 percent Area Median Income or 100 percent of the poverty level and facing long-term barriers to gaining economic resources for stable, safe and quality permanent housing.

Housing First - Methodology premised on the belief that vulnerable and at-risk homeless individual are more responsive to interventions and social services support after they are in their own housing, rather than while living in temporary/transitional facilities or housing programs. Rapid re-housing facilitates the move into permanent housing for homeless individuals and families and seeks to engage them in a voluntary progressive set of individual/family case management activities and a person centered/family centered planning process that moves them toward improved social and economic well being.

Interagency Service Team (IST) - A team of representatives from human service agencies that serve the low-income population in their community. This team should consist of representatives from the key stakeholders within the community including:

- Department of Human Services
- Community Mental Health Provider
- Michigan Works! Agency
- Emergency and/or Domestic Violence Shelter Provider

Communities that have special programs that serve homeless populations should also where possible, include representatives from the following organizations as part of the IST:

- Hospital Administrators
- Local Police or Sheriff's Department
- Housing Resource Specialists
- Veterans Affairs
- Homeless Youth Programs
- Michigan Prisoner Re-Entry Initiative
- School District Homeless Liaison/School representative
- Community Action Agencies
- Substance Abuse Agencies

It is recommended that a single IST be created that encompasses all initiatives. If your community already has an existing IST, membership should be broadened to include the representation necessary for all of the initiatives. The IST should minimally meet quarterly.

Project Lead Agency - This agency assumes the responsibility of project management and coordination, and is the fiduciary for the funding.

Domestic Violence Service Provider Agency - Provides comprehensive domestic violence services to survivors and/or engages in comprehensive social change to end domestic violence and/or sexual violence as their primary purpose; and operates its principal place of business in the state of Michigan.

Memorandum of Understanding (MOU) - A MOU must be created between identified supportive service agencies and other key stakeholders that clearly define the relationship between all parties.

Michigan Statewide Homeless Management Information System (MSHMIS) – This system details the homeless demographics in Michigan including the problems they face, the resources used, and where current services are falling short.

Quarterly Initiative Status Reports - Reports identifying the current completion stage of the project, including information regarding problems incurred in the delivery of benefits. This information will be shared with the State Executive Management Team at their quarterly meetings.

Eligible Communities:

Eligible Communities must meet all of the following criteria:

- Projects must align with, and support the communities 10-Year Plan to End Homelessness. (Details must be provided on how this initiative furthers the recommendations in your community's 10-Year Plan to End Homelessness.)
- The application package must be approved and signed by the four local key stakeholders, including the Continuum of Care Chairperson, Community Collaborative Chairperson, Community Mental Health Director, and local Department of Human Services Director.
- The community must have identified ONE Interagency Service Team (IST), which meets at least quarterly during the year.
- The community must agree to disseminate best practices and lessons learned within their region and the state.

Eligible Project Applications:

- Eligible project applications must include a Memorandum of Understanding, Timeline, and Budget.
- Must be reviewed at the regional meeting and endorsed by the two regional representatives.
- The lead agency must provide comprehensive homeless services to homeless individuals and/or engage in comprehensive social change to end homelessness as their primary purpose.
- The lead agency must operate its principal place of business within the Region.
- The lead agency must exhibit the capacity to partner with others and administer the program.
- The lead agency must enter client specific data into *Michigan Statewide Homeless Management Information System (MSHMIS)*.

Threshold Requirements and Scoring Criteria:

Application packets must be submitted per instructions. Incomplete packets will not be reviewed.

Criteria for basic eligibility will include:

- Project feasibility.
- Target population identified is either at or below 30 percent AMI OR 100 percent poverty level.
- Identification of project continuation strategy for future years.

Scoring Criteria, points will be awarded based on the following:

- Targeting of the most in need;
- Capacity of Project Lead Agency and partners to provide housing and necessary supportive services.
- Input from consumers.
- The quality of the service commitment and plan with realistic service outcomes (including funding and partnerships for linking services).
- Regional distribution.
- Innovative and replicable project with a strong dissemination plan; and

- Description of how this Housing First model will begin to reduce the cost to shelter and/or motel night stays.

Technical Assistance:

Further questions can be addressed during scheduled Question and Answer Conference Calls

- | | |
|--------------------------|--------------------------------------|
| November 5, 2007 | Question and Answer Conference Calls |
| | ➤ 10:00 a.m. |
| | Phone #: 866-840-0048 |
| | Participant Code: 487041# |
| | |
| November 20, 2007 | Question and Answer Conference Calls |
| | ➤ 10:00 a.m. |
| | Phone #: 866-840-0048 |
| | Participant Code: 487041# |
| | |
| December 6, 2007 | Question and Answer Conference Calls |
| | ➤ 10:00 a.m. |
| | Phone #: 866-840-0048 |
| | Participant Code: 487041# |

Questions may be sent to MSHDASupportiveHousing@michigan.gov . Responses to questions will be made available to the individual posing the question and a “Frequently Asked Questions” document and can be found on MSHDA’s website at www.michigan.gov/mshda or the Campaign to End Homelessness website at www.thecampaigntoendhomelessness.org. Information will be updated on a weekly basis. Please refer to the FAQ before submitting your question.

Guidelines for Submission:

- The Addendum must be no more than 15 pages typed (excluding attachments), using 1” margins with a font size of 12.
- The original along with one copy of the signed application and all supporting documents must be received on or before **January 14, 2008 at 5:00 p.m.**
- In addition, each community must email the completed application package to MSHDASupportiveHousing@michigan.gov.

Application packages must be submitted as follow:

- Project Addendum for the initiative with required attachments (Housing First Plan, Memorandum of Understanding, Timeline, and Budget).
- The regional endorsement can be mailed separately, but must arrive at MSHDA no later than January 25, 2008.

**The expected deadline for project implementation is July 1, 2008.*

Faxed or incomplete application packages will not be accepted for processing. All application materials must be received as a package (including the Community Application and all Addendums for which the community is applying). Any materials not received as a package will not be processed.

Michigan's Campaign to End Homelessness Housing Initiatives

HOUSING FIRST INITIATIVE

Addendum E

2008-2009

APPLICATION

I. Project Name: _____

II. Lead Agency and Agencies Partnering on Project Team :

Project Lead Agency:			
Contact Person:		E-mail:	
Title:	Phone:	Fax:	
Address:			
City:			Zip:
Contact Person Signature:			Date:
Board of Director's Chairperson:			
Chairperson Signature:			Date:

Partnering Agencies on Project Team:

1.
2.
3.
4.
5.
6.
7.

III. Amount of Funding Requested: _____

(Maximum grant request is \$125,000 which can be used for Housing First Activities.)

IV. Project Description:

A. Type of Project (Please select all that apply):

- ☐ Housing Resource Center
- ☐ Housing Focused Coordinator
- ☐ Chicago Model
- ☐ Prevention Model
- ☐ Other

B. Describe the target population including any special need characteristics, need for services, and other significant factors that must be considered when providing housing and supports.

VI. Organizational History and Experience:

For the project lead agency and each partnering agency, **briefly** describe the agency's prior experience, if any, in providing housing and/or support services for the targeted population. *(Please limit the description to one short paragraph for each agency.)*

VII. Housing First Plan:

- A. Provide a brief overview of your proposal
- B. How will funds be used to support the plan?
- C. How will this project be coordinated with other community homeless services?
- D. Indicate how the proposed Housing First model will reduce homelessness in your community.
- E. Indicate how Housing First will reduce shelter or motel stays for homeless individuals
- F. How will participants be assisted in obtaining economic resources (e.g. employment, education/training, SSI or SSDI, TANF, child support, food assistance, etc.)?
- G. How will bedding, linens, and other household items be provided.
- H. How will case follow-up be conducted?
- I. How will this project be continued in future years?
- J. What is your plan to evaluate the effectiveness of your service delivery and to assure that participant needs are met?

VIII. Tenant Referral Plan:

- A. Describe the proposed outreach plan to homeless individuals.
- B. Describe how potential applicants will be screened, assessed, and prioritized in a Housing First model.

IX. Housing Stability:

- A. Describe how landlord/tenant problem-resolution will be addressed to minimize risk of eviction.
- B. Describe how your program will facilitate participants' success in achieving this goal.

X. Housing Quality Standards:

- A. The process of rapidly re-housing homeless individuals involves placing people into environments that are empowering. All housing units must meet Housing Quality Standards (HQS). Describe the experience of staff or partnering agencies in conducting HQS inspections – including experience in addressing lead-based paint rules/regulations.
- B. Describe how HQS inspections will be conducted annually for all units to be utilized by program participants.

XI. Dissemination Plan:

- A. Describe the plan to disseminate information on lessons learned and best practices as it relates to this grant.
(Minimally the plan must include dissemination of information within the region from which you are located.)

XII. Training, Evaluation, and Reporting Requirements:

The Project Lead Agency must participate in training, evaluation and reporting measures. By checking the boxes the project lead agency demonstrates a commitment to the following:

<input type="checkbox"/>	Narrative and/or quantitative reports as required by MSHDA
<input type="checkbox"/>	Collection of data on specific performance outcome measures to be identified at a later date
<input type="checkbox"/>	Participation in tracking client data using Michigan Statewide Homeless Management Information System (MSHMIS)
<input type="checkbox"/>	Participation in any future MSHDA evaluative efforts of this Initiative, yet to be determined
<input type="checkbox"/>	Participation in relevant trainings

If any of the above requirements cannot be met, please provide your comments.

XIII. Memorandum of Understanding:

Attach a Memorandum of Understanding between identified partners that clearly defines relationship between all parties with signatures of participating agencies. (*Attachment 4*)

XIV. Budget:

Attach a completed budget (*No attachment, must develop a budget*).

XV. Timeline:

Attach a timeline outlining key milestones for project implementation (*Attachment 6*).

This application must be submitted as a complete package per instructions. Only applications that are submitted within the required timeline and that contain all required attachments will be considered for funding. The application package must be received by 5:00 p.m. on January 14th, 2008.

**The expected deadline for project implementation is July 1, 2008.*

Michigan's Campaign to End Homelessness Housing Initiatives

Attachment 5

New Construction/Acquisition Rehabilitation Budget Form

(Complete the budget form that is applicable to your Addendum)

Funding Sources and Uses Table:

	SOURCES OF FUNDS					
	Total \$ Amount	MSHDA	[Name]	[Name]	[Name]	
Funding Amount						
Terms						
Other Subsidy						
USES OF FUNDS						
Acquisition	\$0					
Construction	\$0					
Soft Costs	\$0					
Reserves	\$0					
Developer's Fee	\$0					
Other	\$0					
Total	\$0	\$0	\$0	\$0	\$0	
Total # of units						
Total Development Cost per Unit (excluding reserves)	#DIV/0!					

Sources of Funds – Please include all funding sources for your project.

Funding Amount – Total dollars required to complete the project.

Terms – Conditions placed upon the funding (repayment, interest) i.e. for MSHDA's funding indicate (40yrs/0%).

Uses of Funds:

Acquisition – Cost to acquire property, existing building.

Construction – Cost to construct or rehabilitate existing structure/building.

Soft Costs – Includes architectural fees, environmental fees, permits, etc.

Reserves – Includes funds set-aside to provide operating support to the project.

Developer's Fee – No more than 15% of the total budget.

Other – All other expenses not included in other line items.

Total – Sum of all Uses of Funds

Total # Units – Include number of units of housing to be developed.

Total Development Cost per Unit – Spreadsheet with provide cost per unit (excluding reserves)

Attachment 5

Continued: New Construction/Acquisition Rehabilitation Budget Form

Target Tenancy	% of AMI	# of Units	Monthly Rent
Total		0	

Target Tenancy – Please indicate if the targeted tenants for this project/budget are:

- Homeless Youth
- Homeless Families with Children
- Chronic Homeless
- Domestic Violence

Percent of AMI OR poverty level – Indicate the income level of those who you plan to serve (incomes must not be above 30% of AMI OR 100% poverty level to qualify for the Homeless Families with Children and 20% for Homeless Youth)

Number of Units – Indicate how many units will be under set-aside for each target group

Monthly Rent – Please indicate the average monthly rent

Operating Budget	# of Units	Total/Year
Administration		
Maintenance		
Utilities Paid by Project Budget		
Real Estate Taxes/PILOT		
Insurance		
Replacement Reserve		
Operating Deficit Reserve		
Other		
Other		
Total		0

Administration: Indicate the total amount of administration expenses for one year.

Maintenance: Indicate the total amount of maintenance expenses projected for one year.

Projected Utilities: indicate the amount of utilities to be paid by the project/owner.

Real Estate Taxes/PILOT (Payment In Lieu of Taxes): Reduction or tax abatement through local municipality.

Insurance: Estimated annual insurance.

Replacement Reserve: Indicate the amount of funding that will be placed in the Replacement Reserve.

Operating Deficit Reserve: An Operating Deficit Reserve (ODR) may be established based on an estimated structural operating expense deficit.